

# Using data to build, engage & manage your workforce

Moderator: **Ed Burke**, Collins Center

Panelist: **Paul Dietl**, Chief Human Resources Office, Human  
Resources Division

**Deidre Travis-Brown**, Director of Learning, Training and  
Developing, Human Resources Division

**Celia Blue**, Registrar, Registry of Motor Vehicles

**Gary Lambert**, Assistant Secretary, Operational  
Services  
Division



#MassResults

# Performance Management Life Cycle



# Session Agenda



- Commonwealth Workforce Planning Initiative
- 2014 Employee Engagement Survey
- Cascading Organizational Goals and Performance Measures to the Employee

# Commonwealth Workforce Planning Initiative

**Paul Dietl**

*Chief Human Resources Office*  
Human Resources Division



# Why Workforce Planning?



- Workforce planning is a best practice of high performing organizations
  - Putting the right people, with the right skills, in the right jobs, at the right time
- Headlines tells us that the Commonwealth is facing unprecedented competition for talented employees
- Action will be needed to address the four main talent gaps:
  - Retention of existing employees
  - “Up-skilling” existing employees to develop the competencies needed for tomorrow’s jobs
  - Securing institutional knowledge
  - Recruiting talented candidates

# State of the Nation's Workforce



- Baby Boomers are expected to exit the workforce in dramatic numbers (10,000 per day between now and 2020)
  - It will take two generations to fill the knowledge gap left by Baby Boomers (76M Baby Boomers : 57M Gen Xers)
- A pent up demand to change jobs will result in large numbers of employees leaving their jobs as the economy improves
- Fewer than 6% of college students said they plan to work in government
- Critical shortage of IT professionals



# The Massachusetts Challenge



- Since 1990, the number of working-age adults in New England with any postsecondary education has been growing more slowly than in most other regions of the country.
- From 1990 to 2000, metropolitan Boston lost 15.8% of its young people between the ages of 20 and 34, at a time when that demographic group declined nationally by just 5.4%.
- Half of Greater Boston's graduates leave the area after receiving their degrees.

# The Changing Face of Tomorrow's Workforce



- The workforce will continue to get greyer in years to come
- Workers will be “short-timers” – the average person now spends only 4.4 years in one job
- Jobs are changing – the top 10 in-demand jobs in 2010 did not exist in 2004
- Competencies attained through post-secondary education will quickly become obsolete

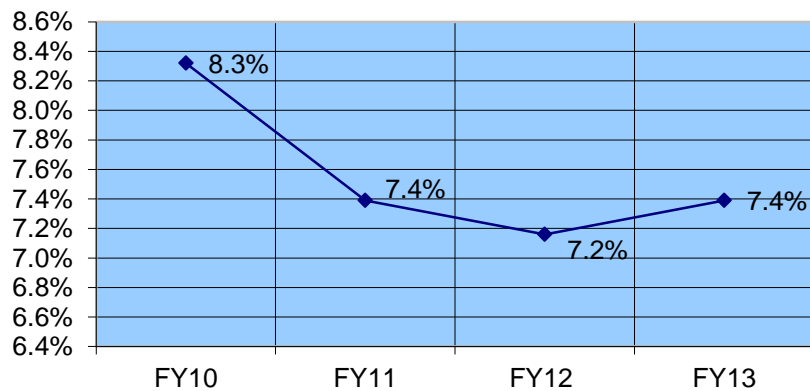


# Executive Department Workforce

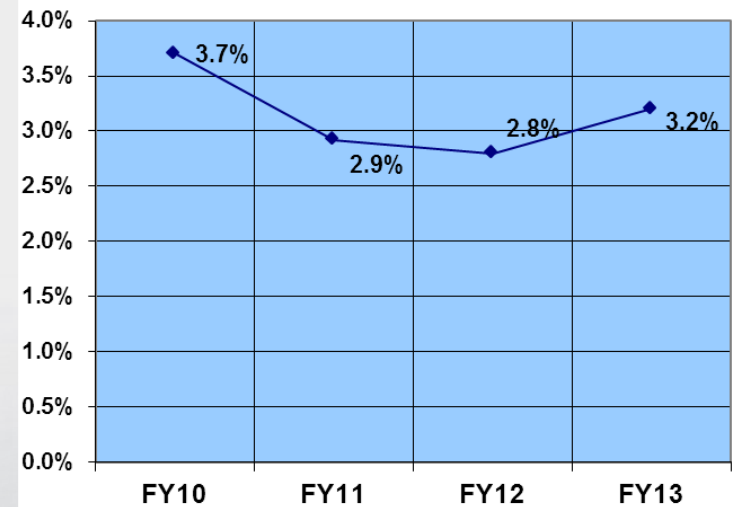


- Today, 8% of the workforce is “retirement likely”; this number is expected to increase to 20% in the next 5 years

**Annual Turnover Rate of Executive Department Employees**

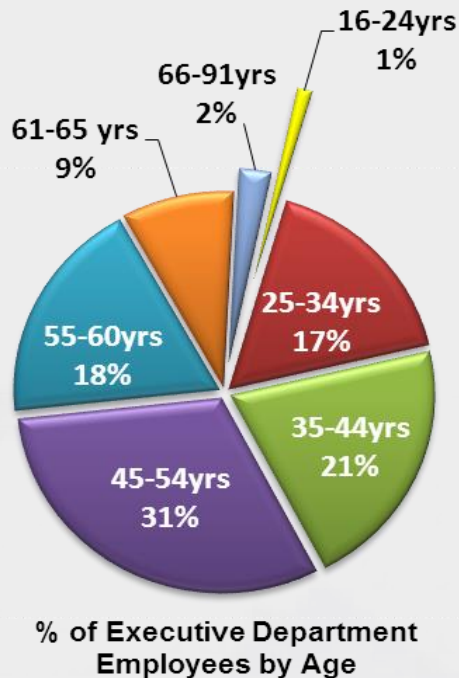


**Annual % of Executive Department Employees Who Retired**



- Turnover rates are expected to spike in the next 2 years

# Executive Department Workforce



- Our workforce has been getting older over the last 10 years, from an average age of 45 in FY04 to nearly 48 today
- We have 1500 employees between the ages of 66 and 91, including nearly 200 over the age of 75
- There are 4200 employees who have more than 30 years of service

***The data is talking and we are listening!***

# Workforce Planning Initiative



**Workforce planning** is the process of analyzing the current workforce, determining future workforce needs, establishing the gap between the current and the future, and implementing solutions so that the organization can accomplish its mission, goals and objectives.

**Commonwealth Workforce Planning Model:  
An Annual Cycle**



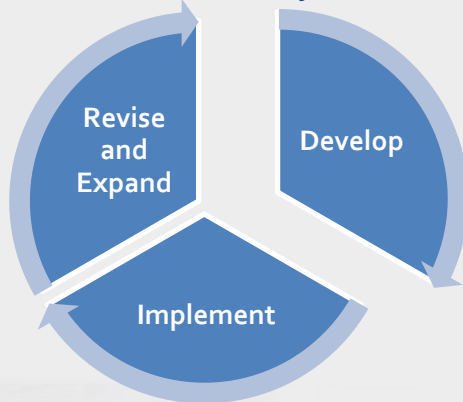
## Workforce Plans at Three Levels:

- **Workforce Plans at the Agency Level** addressing at least one critical projected talent gap
- **Secretariat-specific and enterprise-wide IT Plans**
- **A comprehensive Commonwealth Workforce Plan** identifying common themes and recommendations for needed solutions

# Next Steps



## The Annual Cycle



## Workforce Planning Team

- Agency Champion
- HR Facilitator
- Diversity Officer
- Function Manager

## July – September 2014

- Secretariat-based Kick Off Meetings in early July
- Workforce Planning Team convenes; meets with leadership to identify strategic direction, anticipated changes, and impact on workforce
- A job or function is prioritized to be the target for workforce planning (by mid-August)
- A manager of that function joins the Workforce Planning Team and leads an assessment of the projected talent gap
- An action plan is developed to mitigate the projected talent gap, including actions within the agency's control; Workforce Plan submitted by September 26

# Expected Outcomes



- Agencies will implement strategies to mitigate their priority talent gap, including:
  - Succession Planning
  - Knowledge Transfer
  - Stay Interviews
  - Co-Ops
  - Mentor and Coaching
  - Proactive Recruitment
- Commonwealth will be more effective in recruiting and retaining top talent
- Resulting data will contribute to making the business case for additional needed hiring and retention reforms
  - To date, workforce data has been successful in obtaining language in both Senate and House budgets for updating job specifications and increasing resources for professional development.

# Employee Engagement Survey

**Deidre Travis-Brown**

*Director of Learning, Training and Developing*  
Human Resources Division





# Employee Engagement

The extent to which employees feel passionate about their work, are committed to their organization and put discretionary effort into their work to yield successful performance



# 2012 MassHR Survey



## 72 People Interviewed

- 26 Leadership (including Executive Committee, Steering Committee, Oversight Committee, HRAC)
- 27 Managers
- 19 Non-Managers

## 10 Focus Groups

- 5 Locations statewide
  - 28 Managers
  - 62 Non-Managers

**~45,000 employees  
invited to participate**  
(MassDOT not included)

**20% response rate**

## 2 Workshops with Recognition Award Winners

- 14 Managers
- 13 Bargaining Unit members
  - + 1 Bargaining Committee member

## Inventory of Existing Commonwealth Training

- Gathered from Secretariat & Agency Training Directors

# 2012 MassHR Survey



## Summary of Findings: Commitment to Priorities

### SURVEY RESULT

**40-54%** of respondents indicated strongest commitment to Work Unit Priorities

**36%** unaware of Secretariat Priorities

### Actions Taken:

- Secretariat Plans published in February 2013
- 2014 Manager performance evaluation (ACES) tied to Secretariat Plans
- Secretariat Goals included on ACES Online homepage

# 2012 MassHR Survey



## Summary of Findings: Training, Education and Career Development

### SURVEY RESULT

**40%** of respondents agreed or strongly agreed they are provided opportunities to improve skills

### Actions Taken:

- Launched Workforce Enhancement Program (all courses free to Exec Dept. employees)
- Expanded professional development curriculum to include increased eLearning opportunities, webcasts and online job aids
- Launched Training Coordinating Council
- Attained funding allocation in House/Senate budgets for increase training resources

# 2012 MassHR Survey



## Summary of Findings: Respect

### SURVEY RESULTS

**Only 1 out of 2**

employees agreed they  
were treated with courtesy  
and respect

#### Actions Taken:

- Delivery of the Coaching Series
- Implementation of EPRS Pilot with NAGE members (14 agencies across 7 Secretariats)
- Launched Employee Value Proposition crowdsourcing challenge (June 2014)
- Launch Workplace Bullying crowdsourcing challenge to develop guidelines to manage and mitigate bullying in the workplace (July 2014)



# 2012 MassHR Survey



## Summary of Findings: Diversity and Inclusion

### SURVEY RESULTS

**78%** of respondents agreed that different cultures and back grounds are welcomed

### Actions Taken:

- New diversity and inclusion competency incorporated into the manager performance evaluation (ACES) process
- Multiple agencies have begun establishing Diversity Council to cultivate diversity and inclusion, awareness, knowledge and understanding



# NEXT: 2014 Employee Engagement Survey



- HRD will conduct a Commonwealth-wide employee engagement survey this fall
- Benchmark against 10 questions from
  - 2012 Survey
- Additional questions will delve deeper
  - into the themes identified in the 2012 Survey
- Engagement Survey will be delivered online.
  - Alternative formats will be provided
  - Paper copies will be distributed to employees
    - without state issued email addresses
- Survey results will be published in December 2014



# Cascading Organizational Goals and Performance Measures

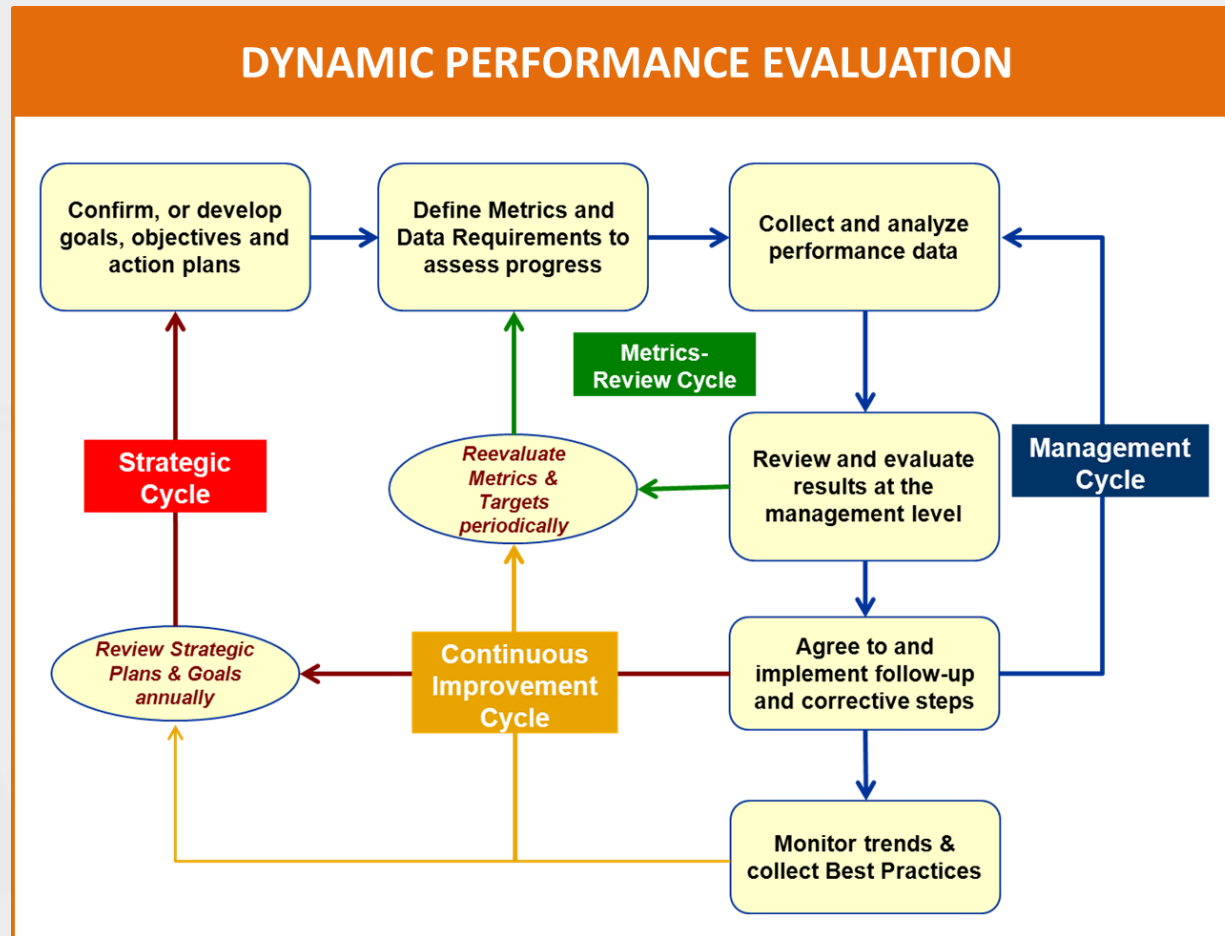
**Celia Blue**

*Registrar*

Registry of Motor Vehicles



# MassDOT employs a four-cycle approach to performance management and evaluation



# Consistent with our approach, the Secretary began by establishing five overarching strategic goals for the secretariat



## ***MassDOT Enterprise-wide Goals***

**SAFETY** – Work with unwavering commitment to maximize the safety of the public and employees. Minimize risks and injuries through thoughtful design, construction, oversight, enforcement, and employee empowerment.

**CUSTOMER SERVICE** – Deliver superb service that both anticipates and responds to customer needs. Move people in ways that “give them time back” by cultivating system-wide efficiencies.

**EMPLOYEE ENGAGEMENT** – Maintain a work environment that is diverse, challenging and accommodating. Support and encourage employees. Treat our employees as our internal customers and give them the tools necessary to excel at their jobs.

**FISCAL RESPONSIBILITY** – Invest and manage public funds and other resources wisely. Instill a dedication to thrift across our organization. Carefully plan and prioritize projects.

**INNOVATION** – Pursue constant improvement in our work and services. Create an environment where employees are eager to use their talents to find better ways to do business and deliver service.

# The Secretary's goals were then cascaded to the Registrar, who then identified division-wide goals for the RMV



## RMV Division-wide Goals

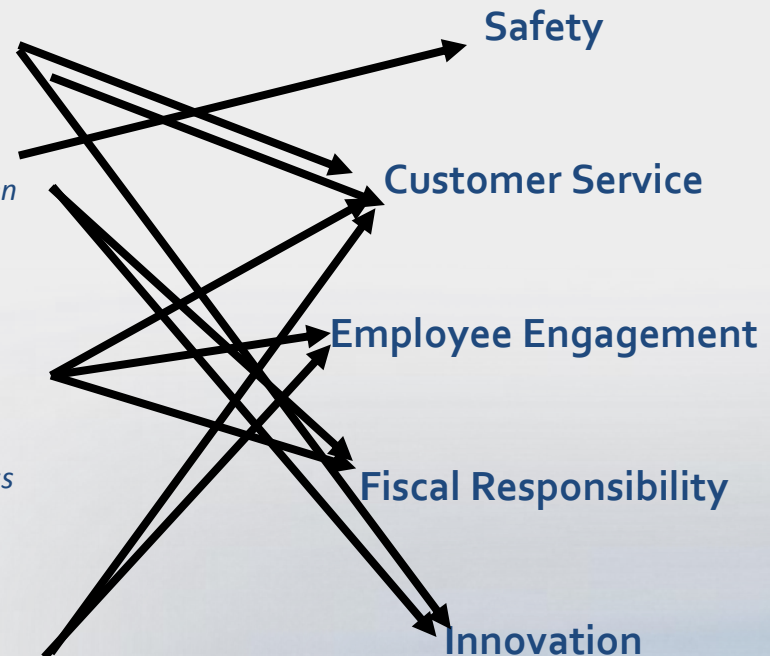
**SERVICE DELIVERY REFINEMENT** – *Deliver extraordinary customer service and expand service delivery options to improve the customer experience and change the way people think about the RMV.*

**TECHNOLOGY DEPLOYMENT** – *Employ new and enhance existing technology solutions to improve operational efficiencies and strengthen security.*

**ORGANIZATION ALIGNMENT AND RELATIONSHIP MANAGEMENT** – *Re-align targeted organizational units and strengthen our internal and external relationship management capabilities to improve operational effectiveness and reinforce the standards by which we will engage people (i.e. dignity, respect, fairness and professional courtesy).*

**PERFORMANCE MANAGEMENT AND EMPLOYEE DEVELOPMENT** – *Renew and revise our strategic direction and cascade performance management across the RMV to enable an outcome-based management approach which supports and develops employees and yields better results.*

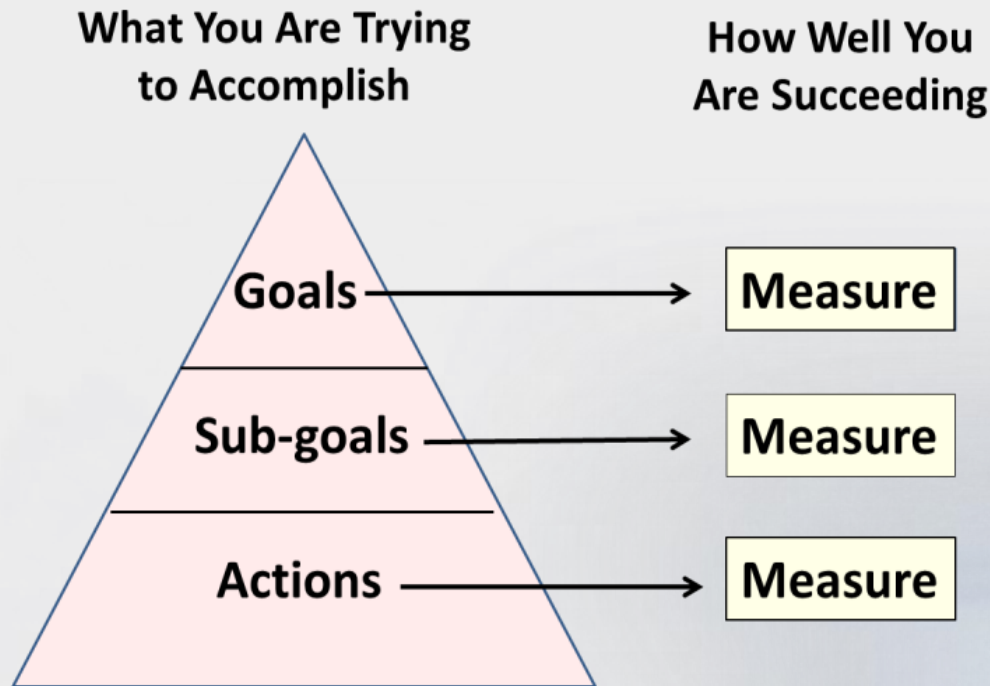
## MassDOT Enterprise-wide Goals





# In order to achieve the RMV goals, the RMV senior management team developed key supporting sub-goals and milestones

## *Relationship Between Goals, Actions and Measures*

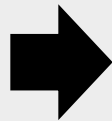




# The goals of each organizational unit were confirmed to be aligned with the RMV division-wide goals...



## Deputy Registrar Goal 1



### RMV Goals

- ☐ Service Delivery Refinement
- ☐ Technology Development
- ☐ Organization Alignment and Relationship Management
- ☐ Performance Management and Employee Development

## Deputy Registrar Goal 2



### RMV Goals

- ☐ Service Delivery Refinement
- ☐ Technology Development
- ☐ Organization Alignment and Relationship Management
- ☐ Performance Management and Employee Development

## Deputy Registrar Goal 3



### RMV Goals

- ☐ Service Delivery Refinement
- ☐ Technology Development
- ☐ Organization Alignment and Relationship Management
- ☐ Performance Management and Employee Development

# Cascading goals throughout the organization and tying them to individual performance ensures top-down alignment



## Lessons Learned

- Start the process early – effective goal and measure development is time consuming
- Send executives to PM training – familiarity with PM puts them one-step ahead, increases buy-in and can yield better results
- Encourage stretch goals – reward effort as well as accomplishment
- Promote cascading below the division executive level – ensures organizational alignment, creates clarity around performance expectations and provides better insight into the root cause of performance issues and successes
- Set targets – Utilize the EPRS and ACES frameworks to establish targets and work collaboratively with the union to make changes to performance standards



OPERATIONAL SERVICES DIVISION

# Cascading Goals to Achieve Results at OSD



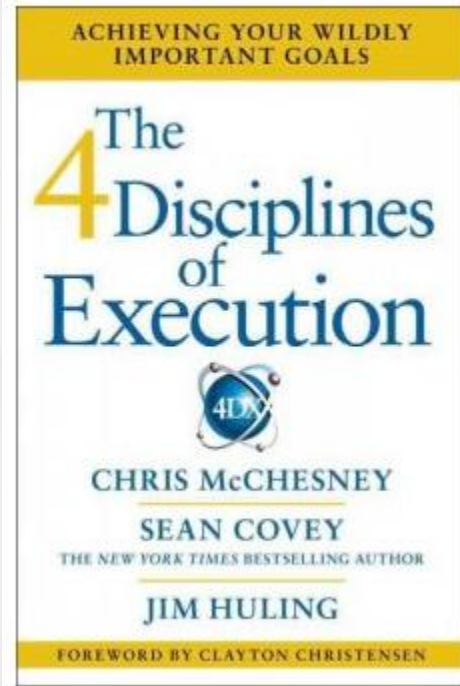
**Gary J. Lambert**

*Assistant Secretary for Operational Services*

Operational Services Division



# Apply The 4 Disciplines of Execution



Focus on the Wildly Important =  
Know the Goal



Act on Lead Measures = Know  
What to do to Achieve the Goal



Keep a Compelling Scoreboard =  
Keep Score



Create a Cadence of Accountability  
= People are Held Accountable

# Determine the Overall Wildly Important Goal (WIG)



**The Formula:**

**X to Y by When**



**The Result:**

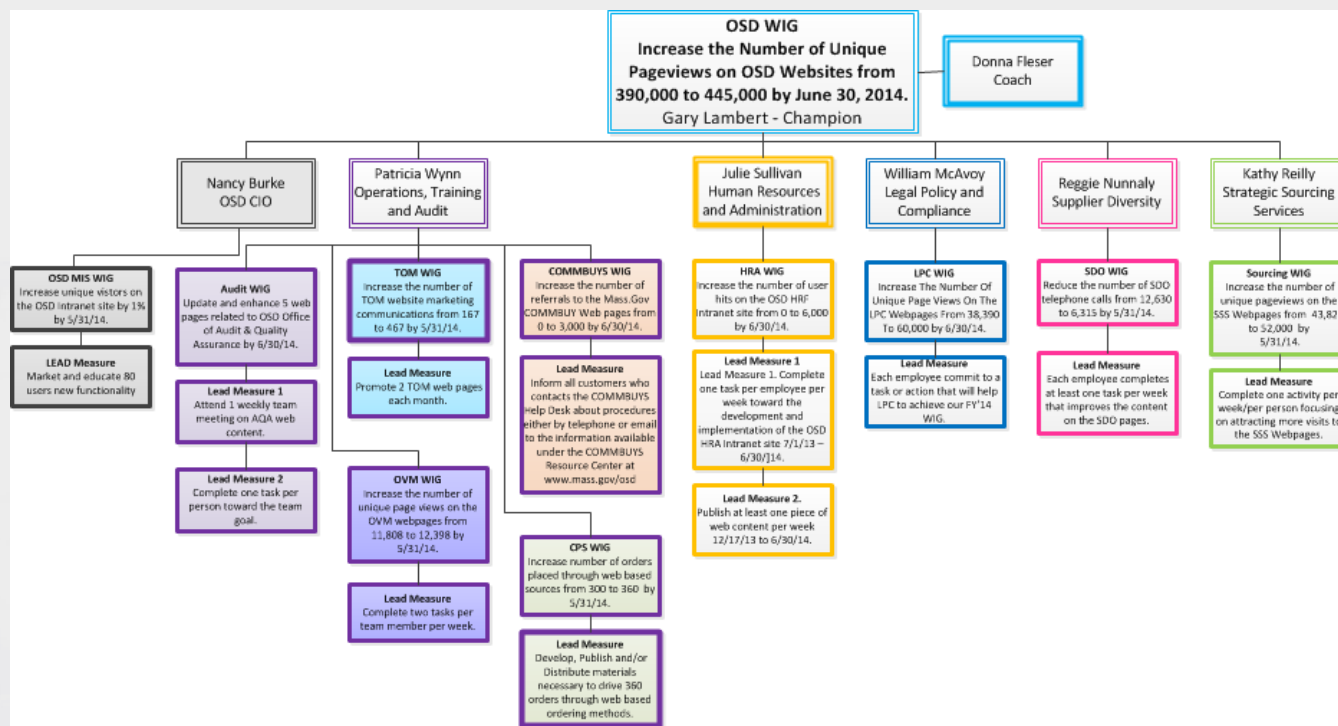
The FY'14 OSD WIG was  
achieved on May 12, 2014 –  
Seven weeks before the end of  
the Fiscal Year



# Develop Team WIGs



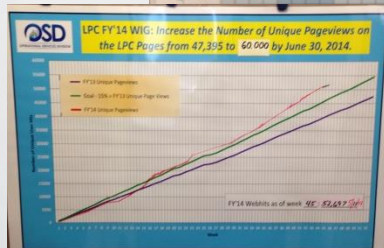
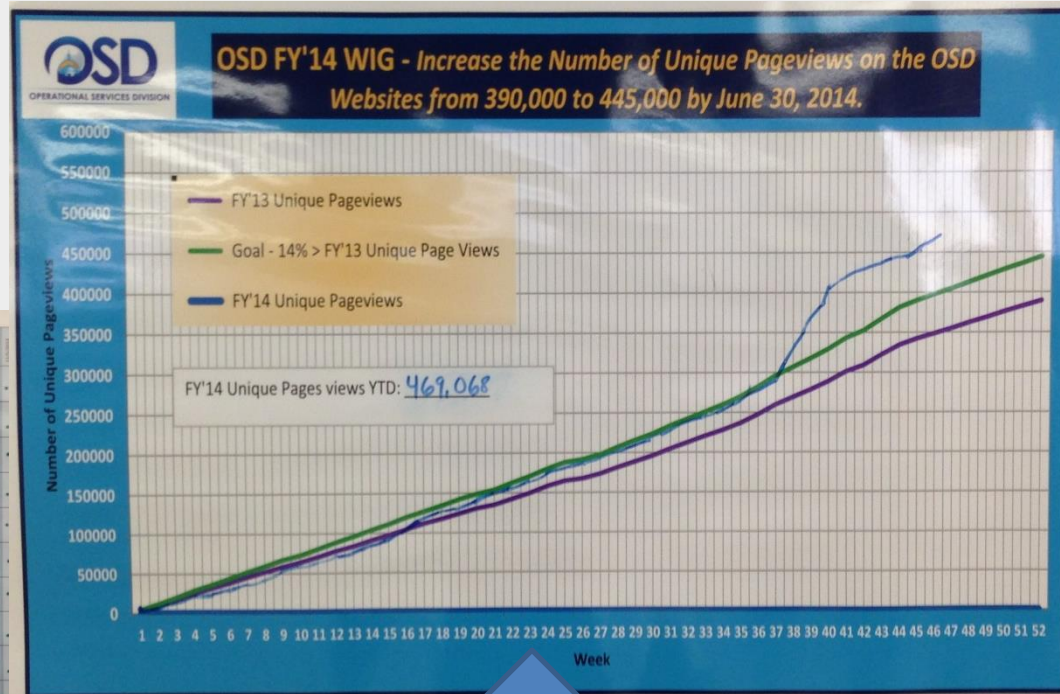
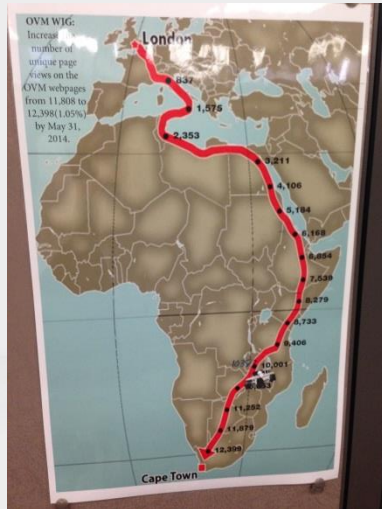
## 10 Team WIGs in Support of the Overall OSD WIG





# Track WIG Progress

## Each Team keeps a Team WIG Scoreboard



*People play differently when they are keeping score.*

# Team WIG Meetings



Each Employee makes a commitment each week towards the WIG

*"What are the one to two things I can do this week to improve the team's performance on the scoreboard?"*



# Benefits



- Every person in OSD knows the overall goal.
- Setting direction through the WIG at the top and allowing the staff to determine how they will achieve the goal has created significant energy and change in OSD.
- People feel connected to the agency.
- Through staff, team, and agency commitments, each unit within OSD has made a significant contribution to the OSD WIG.
- Team members hold each other accountable.
- Practices implemented as a result of previous year's WIG commitments roll into the “day” job going forward.



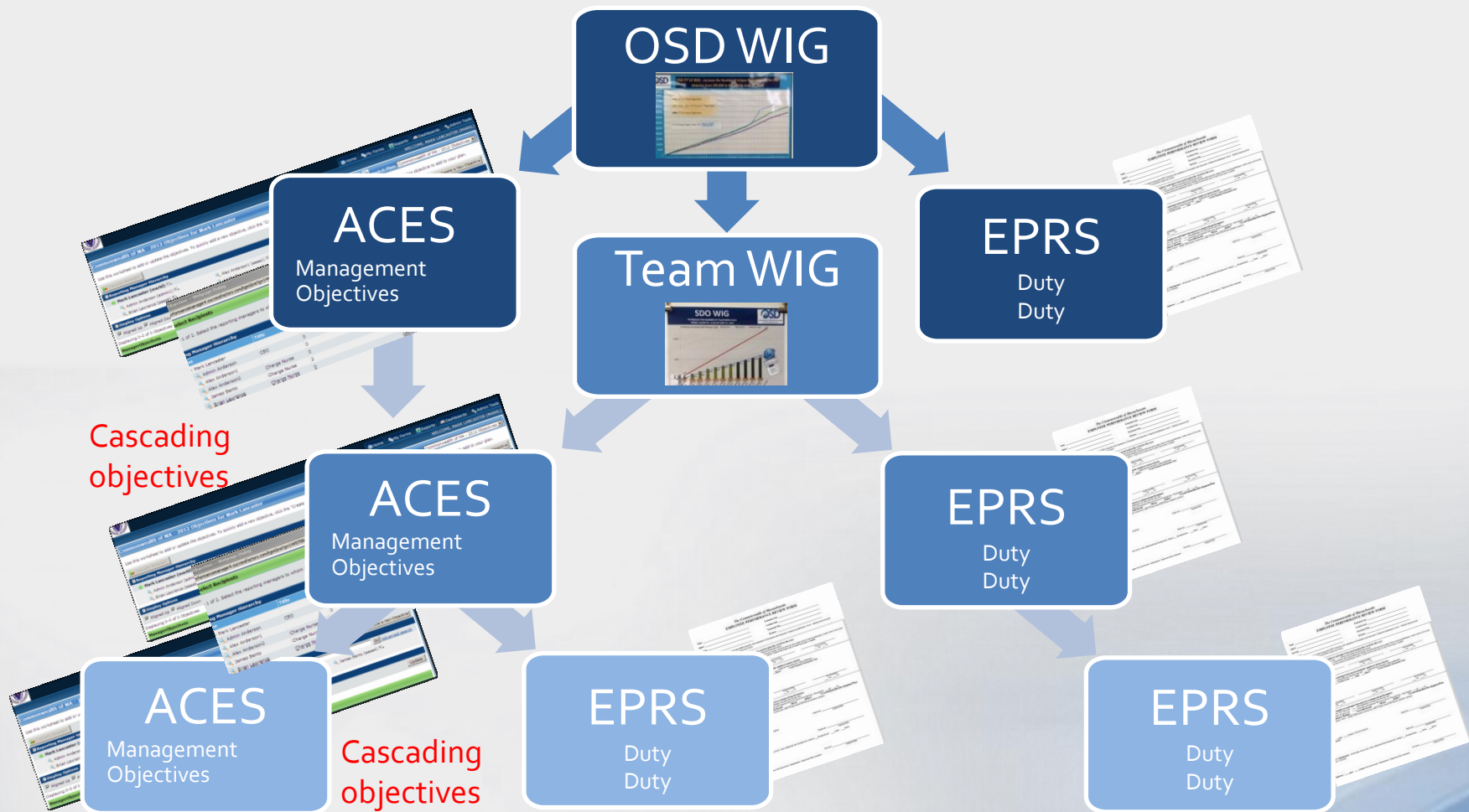
# Challenges



- Creating a WIG that allows everyone in the organization to engage and focus on achieving.
- Separating the “day job” from the WIG commitment.
- Managing all the moving parts:
  - Weekly Team Meetings
  - Weekly Communications
  - “Clear the Path” Meetings
  - Scoreboard Maintenance
  - Quarterly Team Summits
  - All Staff Meetings
  - Educating New Staff
  - Developing Next WIG



# Cascading the WIG into Employee Performance



# Year One Vs. Year Two



## OSD FY13 WIG

Increase Spending on  
Statewide Contracts from  
\$9.7 Million to \$1.272 Billion  
by June 30, 2013

Year 1

- Started in September – 9 Months
- Missed Overall Goal
- 85% of Teams Achieved Goal
- Lead Measures were “prescribed”

- Started in July – 12 Months
- Achieved Overall Goal
- Introduced Quarterly Team Summits
- 60% of the teams met or increased their Team WIGs prior to 4<sup>th</sup> quarter.
- Allowed Employees more freedom with Individual Commitments
- Incorporated WIG into employee ACES and EPRS

Year 2

## OSD FY14 WIG

Increase the Number of Unique  
Pageviews on OSD Websites  
from 390,000 to 445,000 by  
June 30, 2013



# Looking Ahead



FY'15 OSD WIG

Increase Productivity through OSD  
Systems/Processes by 10% by  
June 30, 2015.